# SURVEY OF

# CALGARY EMPLOYERS EXPECTATIONS

# OF JOB APPLICANTS

Alberta
CAREER DEVELOPMENT
AND EMPLOYMENT

TABLE OF CONTENTS


| | | PAGE |
|---|---|---|
| | ACKNOWLEDGEMENT | i |
| I | INTRODUCTION | 1 |
| II | SUMMARY | 2 |
| III | RECOMMENDATIONS | 6 |
| IV | METHODOLOGY | 7 |
| V | RESULTS | 9 |
| | Responses By All Employers | 10 |
| | Responses By Sector Employers | 18 |
| VI | CONCLUSION | 48 |
| | APPENDIX I | 49 |

## ACKNOWLEDGEMENT

Thanks to the many people who assisted me in this project and in particular:

Bob Nicoll and Gina Wong: Labour Market Information and Planning Division.

Yvonne McFadzen and Anna Unyk: Alberta Bureau of Statistics.

Debra Mercer: Career Services.

Debbie Duquette who did the word processing for the survey.

Eileen Patterson who provided input on initial questions for the survey.

Special thanks to Lynda Black who was the Research Assistant for the project.



Zel Zuvela
Career Counsellor
Career Services
January 1989

# I INTRODUCTION

The purpose of the study was to ascertain Calgary employers' expectations of job applicants seeking employment. In particular, the survey asked employers to respond to questions on such areas as Methods of Recruitment, Covering Letters, Resumes, References and Interviews.

The study was conducted for two reasons. First, individuals utilizing the Alberta Career Centre whether in counselling sessions or in workshops have been asking for job search information relevant to the Calgary job market. The results of this survey will address this need.

Secondly, much of the written information on job search is American based and this leads one to ask "Is this information applicable to the Calgary job market?" Again, this survey should answer this question.

The study was conducted between January and March of 1988. A cross section of employers from twelve different sectors were surveyed over that period of time. In the following pages, a summary will first be presented and then the recommendations, methodology results and conclusion.

The results of the survey should be useful to counsellors and trainers in the job search area as well as job seekers trying to secure employment.

## II SUMMARY

A summary of the results will be presented under each of the topic areas covered in the study. Employer responses will be provided from the perspective of All Employers and/or Sector Employers.

### METHODS OF RECRUITMENT/CONTACT

* The methods most frequently used by all employers and 2/3 of sector employers to make people aware of job openings are Newspaper and Word of Mouth.

* About 1/8 of all employers tended to use Canada Manpower.

* The methods of contact that all employers preferred the most were first Covering Letter/Resume and then Personal Referral. All twelve sector employers responded positively to Covering Letter/Resume and 2/3 did so to Personal Referral.

* About 3/5 of all employers and over 2/3 of sector employers indicated a willingness to provide a Career Information Interview.

### COVERING LETTER

* Almost all employers tended to read covering letters.

* Over 4/5 of all employers and every sector employer found the covering letter as being somewhat or very important. No sector employer indicated it was of little or no importance.

* Employers were generally looking for the following information in the covering letter: proper grammar and spelling, an indication of the position applying for and why applying for that position and a summary of experience/skills/education.

### RESUMES

* 2/3 of all employers and every sector employer preferred a resume that had a general description of work experience and education.

* Just over 1/2 of all employers indicated a preferrence for a chronological resume. About 2/5 responded positively to combination while only 2% did so to the functional. For sector employers the preferred resume types were chronological and combination with combination coming first in some sectors.

Functional was not the first choice for any of the twelve sectors and for 3/4 of them it was not even chosen.

* Employers gave the following reasons for choosing chronological: provides duties, experience and particularly dates of employment. For combination it was: provides a detailed description of skills/experience.

* About 1/2 of all employers wanted to see 5-10 year employment history on the resume while just under 1/3 wanted all jobs. Similarly about 1/2 of sector employers wanted 5-10 years history while just under 1/2 wanted all jobs.

* About 2/3 of all employers and every sector employer looked positively upon submitting a resume instead of completing an application form.

* Over 1/3 of all employers and just under 1/2 of sector employers indicated two pages as a maximum for a resume. Over another 1/3 of all employers and 1/2 of sector employers identified no preference.

* About 3/5 of all employers had no preference to colour of paper for a resume while just over 1/3 chose white. Almost all sector employers had no preference.

* About 3/5 of all employers and 2/3 of sector employers had no preference to the inclusion of photograph on resume.

* The most frequent response by all employers and almost all sector employers was that they wanted the resume typed.

* About 3/4 of all employers and 5/6 of sector employers responded NO to providing only Name, Address and Telephone No. on the resume.

* Just under 2/3 of all employers and just over 2/3 of sector employers indicated that a career objective statement was desirable but not necessary.

* Just over 1/2 of all employers wanted a general objective statement while just under 1/2 wanted a specific statement. 1/2 of sector employers wanted general while just under 1/2 wanted specific.

* Over 3/4 of all employers wanted the following educational information on the resume: high school, university/college and continuing education. All twelve sector employers wanted the first two and eleven out of twelve continuing education.

* 3/5 of all employers and every sector employer wanted only relevant courses to be listed on the resume.

* The type of information relating to employment/work experience that was most frequently chosen by all employers and every sector employer to be included on the resume were: Name of Organization, Dates of Employment, Job Duties and Skills.

* About 2/3 of all employers and 5/6 of sector employers identified that it was desirable to provide on the resume information on employment gaps.

* Just over 1/3 of all employers wanted to see only relevant volunteer experience included on the resume while just over another 1/3 wanted to see all volunteer experience. Over 1/2 of sector employers wanted only relevant work experience while just under 1/2 wanted all volunteer experience.

* About 1/2 of all employers and 2/3 of sector employers indicated that volunteer experience possibly would be used in selecting an applicant for an interview. 1/3 of all employers and 1/4 of sector employers consider volunteer experience in chosing an applicant.

* 1/2 of all employers and 2/3 of sector employers wanted to see hobbies/interests on the resume.

REFERENCES

* About 2/3 of all employers and 2/3 of sector employers indicated that they wanted the inclusion of references on the resume.

* Just over 1/2 of all employers and 1/2 of sector employers responded NO to submitting letters of references.

* Almost all employers and every sector employer responded that they wanted to see work related references. The next choice was education related references at 1/3 of all employers and only about 4% indicated positively to personal references. All twelve sectors responded negatively to providing personal references.

* Almost 3/5 of all employers and 2/3 of sector employers always check references.

* 4/5 of all employers and every sector employer check references after an interview.

* Almost all employers see the reference check as being somewhat to very important.

INTERVIEWS

* Employers look for the following aspects with respect to the appearance of an applicant coming for an interview: neat, clean, appropriately dressed.

* About 3/4 of all employers and 2/3 of sector employers do not have a specific format when interviewing job applicants.

* 2/3 of all employers and every sector employer would like to initiate the topic of salary in an interview.

* Employers indicated that the other factors that they use besides education and work experience in selecting the successful applicant are: personality, appearance, compatibility and communication skills.

* 1/2 of all employers and 2/3 of sector employers saw the thank you note as being unnecessary.

* 3/4 of all employers and every sector employer responded positively to being contacted after the interview by an applicant who was not chosen.

## III RECOMMENDATIONS

There are a number of recommendations that will be proposed based on the results of this study. These recommendations hopefully will assist the job seeker in answering the question "How can I use this information in my job search".

1. Job seekers must not only rely on the Newspaper as a source of job prospects. It is evident that word of mouth is just as readily used by employers to make people aware of job openings. Thus, job seekers must tap in to the hidden job market to identify these unadvertized positions. This can be accomplished by utilizing the information gathering interview which should be incorporated in to the job search.

2. The covering letter/resume are very important in the job search. Thus, sufficient time and effort should be spent in producing the best ones possible and it is essential that it refers to, and is applicable to, the job applied for.

3. Of the three resume types, the chronological and the combination seem to be the best ones to use in the Calgary market.

4. The job seeker should be just as concerned with the content of the resume as he/she is with the mechanics of producing one, eg. length, color of paper. Thus, the resume must not only look good but it must also read well.

5. Make sure to include any volunteer experience on the resume. It seems to have an impact on employers particularly that experience which is relevant to the position applying for.

6. It is essential to have work-related references. Thus, job seekers on an ongoing basis should confirm with previous/present supervisors that they would be willing to act as references.

7. It is important to be well prepared in interviews. This means knowing about the company and identifying how your background (skills, experience, education) matches with the position you are being interviewed for.

8. If one is unsuccessful, then it is imperative to contact the employer to identify the reasons why this was so. This information will be useful with respect to making adjustments for future interviews.

## IV METHODOLOGY

### SURVEY DESIGN

The design of the survey questionnaire followed several steps. Initially a survey team identified job search topic areas and appropriate questions. Input was also solicited from counsellors and facilitators of job search workshops. In the end twenty questions were chosen for the survey.

Since the initial questionnaire design was not conducive to computer analysis changes had to be made so that this could be facilitated. This was accomplished in conjunction with Alberta Bureau of Statistics which provided guidance and suggestions with respect to a reformulation of the questions. After this process had been completed the number of questions had increased to twenty five, although the number of topic areas still remained the same. See Appendix I for the survey questionnaire that was sent to employers.

### SURVEY SAMPLE

The Alberta Bureau of Statistics referred to Statistics Canada Bureau Registry to provide a sample of Calgary employers for the survey. The number of usable firms that were identified was 606. They represented ten industry groups (Government, Education, Oil, Retail, Health, Social Sciences, Accommodation, Construction, Transportation and Business Services). In addition, two other industry groups were surveyed using local information (Yellow Pages), that being Finance/Insurance and Communication. There were 33 firms for these two groups. The total number of employers for the twelve sectors surveyed was 639.

The twelve industry groups came from Statistic Canada's Standard Industry Classification (SIC) System. In the chart on the following page for each SIC industry group the number of questionnaires mailed out and returned by employers is noted.

| SIC Sector | | Total No. of Questionnaires Mailed Out | Total No. of Questionnaires Returned | |
|---|---|---|---|---|
| 1. | Government | | | |
| | a) Federal | 5 | 5 | |
| | b) Provincial | 3 | 3 | |
| | c) Local | 4 | 3 | |
| 2. | Education | 37 | 20 | |
| 3. | Oil | 77 | 42 | |
| 4. | Retail Trade | | | |
| | a) General Retail Merchandising | 7 | 7 | |
| | b) Other Retail | 76 | 34 | |
| 5. | Health | | | |
| | a) Hospitals | 5 | 4 | |
| 6. | Social Sciences | | | |
| | a) Social Services | 67 | 34 | |
| 7. | Accommodation | | | |
| | a) Hotels/Motels | 44 | 20 | |
| 8. | Construction | | | |
| | a) Building Developing | 19 | 8 | |
| | b) Trade Contracting | 73 | 33 | |
| 9. | Finance/Insurance | | | |
| | a) Banks | 8 | 8 | |
| | b) Trust Companies | 5 | 5 | |
| 10. | Communication | | | |
| | a) Radio/TV | 13 | 11 | |
| | b) Newspaper | 2 | 2 | |
| 11. | Transportation | | | |
| | a) Truck Transport | 49 | 23 | |
| 12. | Business Services | | | |
| | a) Computer and Related Services | 24 | 15 | |
| | b) Accounting and Book-keeping Services | 19 | 12 | |
| | c) Architectural, Engineering, etc. | 102 | 65 | |
| | **TOTAL** | 639 | 353 | (55.2%) |

## V RESULTS

The Labour Market Information and Planning Division, Department of Career Development and Employment did a computer analysis of the survey responses of the 353 employers. A number of questions were not included in this analysis because they were open ended. They were 4C, 6B, 19, part of 20, 22 and 25. For these questions a Research Assistant did a content analysis of how the employers responded.

The presentation of the results of the study will take two forms. First, responses by all employers will be given and thereafter those by sector employers. The open ended responses will only be denoted under sector employers.

RESPONSES BY ALL EMPLOYERS

A. METHODS OF RECRUITMENT/EMPLOYER CONTACT

1. Methods Used to Make People Aware of Job Openings.

| METHOD | FREQUENCY OF USE | | | | |
|---|---|---|---|---|---|
| | Tend To Use (always + often) | Tend To Possibly Use (sometimes) | Tend to Not Use (seldom + never) | TOTAL | Missing Observations |
| Newspaper Advertisements | 172 (48.9%) | 87 (24.7%) | 93 (26.4%) | 352 | 1 |
| Canada Manpower | 42 (12%) | 60 (17.1%) | 248 (70.8%) | 350 | 3 |
| Employment Agency | 24 (6.8%) | 51 (14.5%) | 276 (78.7%) | 351 | 2 |
| Job Board Posting | 72 (20.6%) | 25 (7.1%) | 253 (72.3%) | 350 | 3 |
| Word of Mouth | 163 (46.3%) | 131 (37.2%) | 58 (16.5%) | 352 | 1 |
| Inform People Who Walk In | 77 (22%) | 90 (25.7%) | 183 (52.3%) | 350 | 3 |
| Other | 44 | 13 | 15 | 72 | 281 |

2. Preferred Method(s) of Contacting Employers

| METHOD | EMPLOYER PREFERENCE Yes | No |
|---|---|---|
| Walk In | 112 (31.7%) | 241 (68.3%) |
| Telephone | 134 (38%) | 219 (62%) |
| Covering Letter/Resume | 307 (87%) | 46 (13%) |
| Personal Referral | 218 (61.8%) | 135 (38.2%) |
| Other (out of 350) | 22 (6.3%) | 328 (93.7%) |

3. Willingness to Provide A "Career" Information Interview

| Yes | No | Possibly | TOTAL | Missing Observations |
|---|---|---|---|---|
| 207 (59.1%) | 139 (39.7%) | 4(1.1%) | 350 | 3 |

B. <u>COVERING LETTERS</u>

4a) Read Covering Letters

| Yes | No | Sometimes | TOTAL |
|---|---|---|---|
| 326 (92.4%) | 5 (1.4%) | 22 (6.2%) | 353 |

4b) Importance of Covering Letter

| Little or No Importance | Somewhat Important | Very Important | TOTAL | Missing Observations |
|---|---|---|---|---|
| 48 (13.8%) | 185 (53%) | 116 (33.2%) | 349 | 4 |

C. RESUMES

5. Resume Description Preferred

| General Work/ Education | Specific Work/ Education | No Preference | TOTAL |
|---|---|---|---|
| 233 (66%) | 80 (22.7%) | 40 (1.3%) | 353 |

6a) Type of Resume(s) Preferred

| Chronological | Functional | Combination |
|---|---|---|
| 191 (54.89%) | 7 (2%) | 138 (39.66%) |

| Chronological or Combination | Chronological or Functional | Chronological or Functional or Combination | TOTAL | Missing Observations |
|---|---|---|---|---|
| 9 (2.5%) | 2 (.57%) | 1 (.29%) | 348 | 5 |

6c) Resume(s) that are Unacceptable

| All Resumes Okay | Not Chronological | Not Functional | Not Combination |
|---|---|---|---|
| 197 (56.77%) | 2 (.58%) | 139 (40.06%) | 2 (.58%) |

| Not Chronological or Functional | Not Chronological or Combination | Not Functional or Combination | TOTAL | Missing Observation |
|---|---|---|---|---|
| 3 (.86%) | 1 (.29%) | 3 (.86%) | 347 | 6 |

6d) Years of Employment History Preferred

| 5 years | 10 years | 15 years | All jobs | Other | TOTAL | Missing Observ. |
|---|---|---|---|---|---|---|
| 76 (22.1%) | 100 (29.1%) | 14 (4.1%) | 101 (29.4%) | 53 (15.4%) | 344 | 9 |

7. Possibility of Submitting a Resume Instead of Completing An Application Form

| Yes | No | Other | TOTAL | Missing Observations |
|---|---|---|---|---|
| 228 (64.8%) | 51 (14.5%) | 73 (20.7%) | 352 | 1 |

8a) Maximum Length of Resume

| One Page | Two Pages | Three Pages | No Preference | TOTAL | Missing Observ. |
|---|---|---|---|---|---|
| 26 (7.4%) | 134 (38.1%) | 58 (16.5%) | 134 (38.1%) | 352 | 1 |

8b) Colour of Resume That is Accpetable

| White | Off White | White or Off White | Colour | No Preference | TOTAL |
|---|---|---|---|---|---|
| 129 (36.54%) | 15 (4.25%) | 1 (.28%) | 2 (.57%) | 206 (58.36%) | 353 |

8c) Feelings on Having Photograph on Resume

| Include | Do Not Include | No Preference | TOTAL |
|---|---|---|---|
| 29 (8.2%) | 114 (32.3%) | 210 (59.5%) | 353 |

8d) Preferred Production of Resume

| Typed | Hand Written | Word Process | Typed or Hand Written | Typed or Word Process | No Pref. | TOTAL |
|---|---|---|---|---|---|---|
| 132 (37.39%) | 18 (5.1%) | 30 (8.5%) | 6 (1.7%) | 67 (18.98%) | 100 (28.33%) | 353 |

9. Feelings on Indicating Only Name, Address and Telephone Number on Resume

| Yes | No | TOTAL | Missing Observations |
|---|---|---|---|
| 84 (25.3%) | 263 (74.7%) | 352 | 1 |

10a) Necessity of Career Objective Statement On Resume

| Necessary | Desirable | Unnecessary | TOTAL | Missing Observ. |
|---|---|---|---|---|
| 47 (13.4%) | 223 (63.5%) | 81 (23.1%) | 351 | 2 |

10b) Type of Career Objective Statement to be Presented

| General | Specific | TOTAL |
|---|---|---|
| 38 (55.9%) | 30 (44.1%) | 68 |

11. Type of Educational Information to be Included on Resume

| | Yes | No |
|---|---|---|
| High School | 271 (76.8%) | 82 (23.2%) |
| University/College | 296 (83.9%) | 57 (16.1%) |
| Continuing Education | 275 (77.9%) | 78 (22.1%) |
| Workshops/Seminars | 209 (59.2%) | 144 (40.8%) |
| Apprenticeship | 189 (53.7%) | 163 (46.3%) |
| Other | 44 (14%) | 302 (86%) |

12. Courses to be Listed on Resume

| All | Some | Only Relevant | Do Not | TOTAL | Missing Observations |
|---|---|---|---|---|---|
| 89 (25.4%) | 15 (4.3%) | 215 (61.4%) | 31 (8.9%) | 350 | 3 |

13. Type of Employment/Work Experience to be Included on Resume

| | Yes | No | Missing Observations |
|---|---|---|---|
| Skills | 301 (85.3%) | 52 (14.7%) | 0 |
| Job Duties | 330 (93.5%) | 23 (6.5%) | 0 |
| Name of Organization | 305 (86.4%) | 48 (13.6%) | 0 |
| Dates of Employment | 324 (91.8%) | 29 (8.2%) | 0 |
| Name of Supervisor | 178 (50.4%) | 175 (49.6%) | 0 |
| Address of Organization | 180 (51%) | 173 (49%) | 0 |
| Achievements | 214 (60.8%) | 138 (39.2%) | 1 |
| Other | 34 (9.7%) | 318 (90.3%) | 1 |

14. Desirability of Identifying Employment Gaps on Resume

| Yes | No | TOTAL | Missing Observations |
|---|---|---|---|
| 228 ( 64.8%) | 124 (35.2%) | 352 | 1 |

15. Volunteer Experience to be Included on Resume

| All | Some | Only Relevant | Do Not | TOTAL | Missing Observations |
|---|---|---|---|---|---|
| 125 (35.6%) | 55 (15.7%) | 125 (35.6%) | 46 (13.1%) | 351 | 2 |

16. Consideration of Volunteer Experience in Selecting an Applicant for an Interview

| Yes | No | Possibly | TOTAL | Missing Observations |
|---|---|---|---|---|
| 104 (29.5%) | 81 (23%) | 167 (47.4%) | 352 | 1 |

17. Like Hobbies/Interests on Resume

| Yes | No | No Preference | TOTAL | Missing Observations |
|---|---|---|---|---|
| 176 (50%) | 46 (13.1%) | 130 (36.9%) | 352 | 1 |

D. REFERENCES

18a) Include References on Resume

| Yes | No | No Preference | TOTAL | Missing Observation |
|---|---|---|---|---|
| 223 (63.9%) | 124 (35.5%) | 2 (.6%) | 349 | 4 |

18b) Submit Letters from References with Resume

| Yes | No | TOTAL | Missing Observations |
|---|---|---|---|
| 161 (46.5%) | 185 (53.5%) | 346 | 7 |

18c) Reference Source(s) to be Submitted

| | Yes | No | Missing Observations |
|---|---|---|---|
| Personal | 31 (8.9%) | 319 (91.1%) | 3 |
| Education | 119 (34%) | 231 (66%) | 3 |
| Work Related | 348 (99.4%) | 2 (.6%) | 3 |
| Other | 15 (4.3%) | 335 (95.7%) | 3 |

18d) Frequency of Reference Checks

| Always | Sometime | Never | TOTAL |
|---|---|---|---|
| 205 (58.1%) | 141 (39.9%) | 7 (2%) | 353 |

18e) When Reference Checks Done

| Before Interview | After Interview | Before & After Interview | Not Before or After | TOTAL | Missing Observ. |
|---|---|---|---|---|---|
| 49 (13.96%) | 288 (82.05%) | 13 (3.7%) | 1 (.29%) | 351 | 2 |

18f) Importance of Reference Check

| Little or None | Somewhat Important | Very Important | TOTAL | Missing Observ. |
|---|---|---|---|---|
| 12 (3.4%) | 156 (44.8%) | 180 (51.7%) | 348 | 5 |

E. INTERVIEWS

20. Specific Format Used For Interview

| Yes | No | TOTAL | Missing Observations |
|---|---|---|---|
| 95 (27%) | 257 (73%) | 352 | 1 |

21. Preference for Handling the Topic of Salary in Interview

| Employer Initiates | Applicant Initiates | Done After Interview | Other | TOTAL | Missing Observ. |
|---|---|---|---|---|---|
| 237 (67.5%) | 21 (6%) | 59 (16.8%) | 34 (9.7%) | 351 | 2 |

23. Feelings About Receiving Thank You Notes

| Like to Receive | Not Necessary | Do Not Want | No Preference | TOTAL |
|---|---|---|---|---|
| 9 (2.5%) | 178 (50.4%) | 77 (21.8%) | 89 (25.2%) | 353 |

24. Feelings About Being Contacted After Interview by Applicant Who Was Not Chosen

| Yes | No | TOTAL | Missing Observations |
|---|---|---|---|
| 264 (75.2%) | 87 (24.8%) | 351 | 2 |

**RESPONSES BY SECTOR EMPLOYERS**

**A. METHODS OF RECRUITMENT/EMPLOYER CONTACT**

**1. Methods used to make people aware of job openings?**

a) Newspaper

Tend To Use = Education (12/20); Oil (21/42); Retail (19/41); Health (3/4); Social Sciences (27/34); Accommodation (13/20); Finance/Insurance (7/12); Business Services (49/91).

Tend To Possibly Use = 0

Tend To Not Use = 0

No Clear Pattern = Government (U = 4/11; PU 4/11; NU 3/11); Construction (PU = 17/41; NU = 18/41); Communication (U = 4/13; PU = 4/13; NU 5/13); Transportation (U = 7/23; PU = 7/23; NU = 9/23).

b) Canada Manpower

Tend To Use = 0

Tend To Possibly Use = 0

Tend To Not Use = Education (15/20); Oil (38/42); Retail 29/41); Health (3/4); Social Sciences (22/33); Construction (27/41); Finance/Insurance (8/11); Communication (11/13); Transportation (18/23); Business Service (65/91).

No Clear Pattern = Government (U = 5/11; NU = 4/11); Accommodation (U = 6/20; PU = 6/20; NU = 8/20).

c) Employment Agency

Tend To Use = 0

Tend To Possibly Use = 0

Tend To Not Use = Government (8/11); Education (19/20); Retail (39/41); Health (4/4); Social Sciences (32/33); Accommodation (18/20); Construction (32/40); Finance/Insurance (9/12); Communication (11/13); Transportation (18/23); Business Service (70/92).

No Clear Pattern = Oil (PU = 14/42; NU = 16/42).

d) Job Boards

Tend To Use = Government (9/11); Communication (9/12); Health (4/4).

Tend To Possibly Use = 0

Tend To Not Use = Education (12/20); Oil (30/42); Retail (32/40); Social Sciences (28/34); Accommodation (14/20); Construction (33/40); Transportation (21/23); Business Services (75/92).

No Clear Pattern = Finance/Insurance (U = 6/12; NU = 5/12).

e) Word of Mouth

Tend To Use = Accommodation (10/20); Construction (20/41); Finance/Insurance (8/12); Communication (8/13); Business Service (49/91).

Tend To Use or Possibly Use = Education (U or PU = 8/20); Retail (U = 17/41; PU = 16/41); Transportation (U or PU = 11/23).

Tend To Possibly Use = Government (6/11); Oil (16/42); Social Sciences (16/34).

Tend To Not Use = 0

No Clear Pattern = Health (U = 2; NU = 2).

f) Inform Walk Ins

Tend To Use = Government (5/11); Health (4/4).

Tend To Use or Possibly Use = Finance/Insurance (U or PU = 5/12).

Tend To Possibly Use = Communication (7/13).

Tend To Not Use = Education (16/20); Oil (31/41); Retail (19/40); Social Sciences (15/34); Construction (24/40); Transportation (11/23); Business Service (51/92).

No Clear Pattern = Accommodation (U = 8/20; NU = 8/20).

g) Other

There were only three sectors where there was the possibility of using some other method. They were:

Government - Federal Government uses the Public Service Commission for professional positions.

Social Sciences - Some Social Service agencies post positions with Community Colleges/University.

Communication - Some radio stations advertise positions on the radio.

2. Preferred method(s) of contacting employers.

a) Walk In

Yes = Retail (26/41); Accommodation (13/20); Finance/Insurance (7/12).

No = Education (15/20); Oil (37/42); Social Sciences (26/34); Construction (27/41); Communication (11/13); Transportation (13/23); Business Service (77/92).

No Clear Pattern = Government (Y = 5; N = 6); Health (Y = 2; N = 2).

b) Telephone

Yes = Health (3/4); Transportation (13/23); Social Sciences (18/34).

No = Government (8/11); Education (11/20); Oil (31/42); Retail (26/41); Accommodation (16/20); Construction (23/41); Finance/Insurance (7/12); Communication (9/13); Business Service (61/92).

c) Covering Letter/Resume

The overwhelming response for all 12 sectors was Yes.

d) Personal Referral

Yes = Education (12/20); Oil (26/42); Retail (25/41); Social Sciences (23/34); Accommodation (11/20); Construction (28/41); Transportation (16/23); Business Service (68/92).

No = Health (3/4); Finance/Insurance (8/12); Communication (12/13).

No Clear Pattern = Government (Y = 5; N = 6).

e) Other

All sectors except for Health overwhelmingly indicated No to use of other methods. For Health it was evenly divided between 2 for Yes and 2 for No.

3. Willingness to provide a "career" information interview.

Yes = Government (8/11); Education (15/20); Retail (31/40); Health (4/4); Social Sciences (31/34); Accommodation (18/20); Finance/Insurance (9/12); Communication (10/13); Transportation (14/23).

No = Oil (34/41); Construction (22/41); Business Service (48/91).

B. COVERING LETTERS

4.a) Read Covering Letters

All 12 sector employers overwhelmingly responded Yes that they did read covering letters.

b) Importance of Covering Letter

Little or No Importance = 0

Somewhat Important = Oil (23/41); Retail (21/40); Social Sciences (18/33); Construction (23/41); Transportation (14/23); Business Service (53/92); Health (4/4); Government (9/11).

Very Important = Education (11/19); Accommodation (11/20); Communication (11/13).

Somewhat Important or Very Important = Finance/Insurance (S.I. or V.I. = 5).

c) Content of Covering Letter

Each sector is looking for particular information in the covering letter. This will be presented as well as the number of times it was identified.

Government
- summary of experience/skills that apply to position - 2
- grammar/spelling - 2
- describe position one is applying for - 2

Education
- grammar/spelling - 7
- a summary of the experience/education that applies to the position - 6
- reason for applying - 2
- clarity - 2

Oil
- grammar/spelling - 12
- type of job applying for - 11
- summary of job history - 10
- writing ability - 9
- expansion of resume - 9
- neatness - 5

Retail Trade
- summary of experience/skills that apply to position - 12
- specific interests that apply to position - 8
- correct spelling/grammar - 8
- not important - 6
- neat; professional appearance - 6
- brief, precise - 6
- education - 5
- marital status (children) - 4

Health
- summary of experience/skills that apply to position - 3
- position applying for - 3
- resume included - 2

Social Sciences
- summary of experience/skills that apply to position - 19
- correct grammar/spelling - 7
- how can be an asset to organization - 4
- presentation - 4
- brief/concise - 4

Accommodation
- explain how he/she would be the best person for the position - 4
- summary of experience - 4
- not important - 2
- type of work interested in - 2

Construction
- correct spelling/grammar - 12
- position applying for - 10
- writing ability - 10
- neatness - 6
- introduction of applicant - 6
- summary of experience/qualifications - 6

Finance/Insurance
- why applying for position - 6
- summary of experience - 3
- outline of goals/ambition - 2
- brief - 2

Communication
- summary of experience - 11
- correct spelling/grammar - 5
- know something about job applying for - 4

Transportation
- outline experience - 9
- properly formated - 7
- why want to work - 6
- correct grammar/spelling - 5
- license/driving record - 2

Business Services
- gramatically correct - 36
- why applying for job - 32
- brief summary of skills/experience - 23
- concise - 21
- nice presentation - 18
- good communication skills - 16
- state career goals - 4

C. RESUMES

5. Resume description preferred.

All twelve sectors indicated a preference for resumes that provided a general description of work experience/education.

6.a) Type of Resume(s) Preferred

| SECTOR | Chron | Func | Comb | Chron + Comb | Chron + Func | Chron + Func + Comb | Missing Observ |
|---|---|---|---|---|---|---|---|
| Oil | 30 | 0 | 10 | 2 | 0 | 0 | 0 |
| Construction | 20 | 0 | 19 | 1 | 0 | 0 | 1 |
| Retail Trade | 22 | 0 | 17 | 0 | 1 | 1 | 0 |
| Finance/Insurance | 11 | 0 | 1 | 0 | 0 | 0 | 0 |
| Government | 9 | 0 | 1 | 1 | 0 | 0 | 0 |
| Education | 9 | 1 | 7 | 2 | 0 | 0 | 1 |
| Transportation | 10 | 1 | 10 | 1 | 0 | 0 | 1 |
| Communication | 5 | 0 | 8 | 0 | 0 | 0 | 0 |
| Business Services | 49 | 3 | 37 | 2 | 0 | 0 | 1 |
| Health | 3 | 0 | 1 | 0 | 0 | 0 | 0 |
| Social Sciences | 13 | 2 | 18 | 0 | 0 | 0 | 1 |
| Accommodations | 10 | 0 | 9 | 0 | 0 | 1 | 0 |

b) Reason for Resume Preference

GOVERNMENT

Chronological
- gives duties, experience, dates - 7
- shows whats been done during gaps in employment - 1

Combination
- outlines best skills/education - 2
- shows room for potential - 1

EDUCATION

Chronological
- shows skills/employment record - 5
- well organized/easier to read - 3
- brief - 1

Functional
- outlines skills well - 1

Combination
- gives more detailed information on skills and experience - 6
- lists abilities first, job history next - 1

OIL

Chronological
- shows where, when and what - 23
- provides information directly related to job - 21
- easy to read - 4
- clarity - 3

Combination
- more information available - 7
- gives job description and detail - 6
- well laid out - 2
- concise - 1

RETAIL TRADE

Chronological
- shows duties/responsibilities - 15
- simple to pick out information - 7
- highlights dates - 6
- shows hobbies, interests, references - 1

Combination
- shows skills/work experience - 9
- more detailed - 6
- shows length of time employed - 4
- more presentable - 3
- concise - 2

HEALTH

Chronological
- easier to read - 2
- can't decipher the other ones - 1
- highlights dates - 1
- can spot job changes - 1

Combination
- provides synopsis of skills/job history - 1
- easy to read - 1

SOCIAL SCIENCES

Chronological
- outlines person's history/skills well - 9
- gives more information - 4
- easier to read and assess - 3
- concise - 2
- gives dates - 1

Functional
- outlines education and professional experience - 2
- easier to find information - 1

Combination
- highlights skills/history/experience - 13
- gives clearer overall view of applicant - 6
- easier to review and screen applicants - 5
- can see if progressed in skills - 4

ACCOMMODATION

Chronological
- gives breakdown of jobs/skills/experience - 6
- gives specific dates - 5
- easier to look at, go back and cross check - 4
- most informative - 3

Combination
- gives detailed description of duties; skills - 11
- concise - 2
- easier to read - 1

CONSTRUCTION

Chronological
- gives dates - 14
- gives duties/skills performed - 9
- provides information looking for - 5

Combination
- more detailed - 14
- outlines skills at a glance - 13
- brief - 2

FINANCE/INSURANCE

Chronological
- gives information right away - 11
- easy to track work experience; continuity - 8
- identifies specific qualifications - 2

COMMUNICATION

Chronological
- specific dates given - 3
- shows prior experience - 2
- thorough and to the point - 1
- most familiar - 1

Combination
- more information given - 3
- gives skills/history/responsibilities - 3
- shows dates - 3
- tells if person fits into organization - 2
- like strengths at top of resume and the work history - 1

TRANSPORTATION

Chronological
- gives information on experience/skills/duties - 7
- gives all that is required - 2
- easy to understand; read - 2
- gives dates - 2

Functional
- only interested in experience applicant has - 1

Combination
- gives more information - 10
- gives work experience - 4
- gives dates - 2

BUSINESS SERVICES

Chronological
- relates skills to employment - 46
- every year detailed/how long stayed with a company - 26
- easier to read - 9
- concise - 7
- useful for contacting references - 4

Functional
- lets applicant promote what he or she feels are their best talents -
- gives impression of maturity; thinking of applicant - 1
- most applicable - 1

Combination
- gives synopsis of experience/abilities - 25
- more detailed - 13
- experience/positions are all in one place - 5
- gives years of experience - 4
- brief - 2
- organized - 2

c) Resumes That Are Unacceptable

| SECTOR | All Resumes Okay | Not Chron | Not Func | Not Comb | Not Chron/ Func | Not Chron/ Comb | Not Func/ Comb | Missing Observ |
|---|---|---|---|---|---|---|---|---|
| Oil | 23 | 0 | 18 | 0 | 0 | 0 | 0 | 1 |
| Construction | 26 | 0 | 13 | 1 | 0 | 0 | 0 | 1 |
| Retail Trade | 27 | 0 | 13 | 0 | 1 | 0 | 0 | 0 |
| Finance/Insurance | 8 | 0 | 4 | 0 | 0 | 0 | 0 | 0 |
| Government | 6 | 0 | 5 | 0 | 0 | 0 | 0 | 0 |
| Education | 9 | 1 | 8 | 0 | 0 | 0 | 1 | 1 |
| Transportation | 10 | 0 | 11 | 0 | 1 | 1 | 0 | 0 |
| Communication | 2 | 0 | 11 | 0 | 0 | 0 | 0 | 0 |
| Business Services | 51 | 0 | 37 | 1 | 1 | 0 | 2 | 0 |
| Health | 2 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| Social Sciences | 20 | 1 | 11 | 0 | 0 | 0 | 0 | 2 |
| Accommodation | 13 | 0 | 7 | 0 | 0 | 0 | 0 | 0 |

d) Years of Employment History Preferred

5 years = Retail (15/41)

5 or 10 years = Accommodation (7/20); Construction (14/31 or 15/31); Finance/Insurance (4/11 or 3/11)

10 years = Education (8/20); Transportation (9/21)

15 years = 0

All jobs = Government (5/11); Oil (15/42); Social Sciences (10/30); Communication (8/13); Business Service (38/90)

Other = Health (2/4)

7. Possibility of submitting a resume instead of completing an application form.

The overwhelming response from all twelve sector employers was that resumes can be submitted instead of an application form.

8.a) Maximum Length of Resume

One Page = 0

Two Pages = Government (5/11); Oil (22/42); Accommodation (11/20); Finance/Insurance (8/12); Business Service (38/92)

Two to Three Pages = Health (Two = 2/4; Three = 2/4)

Three Pages = Communication (7/13)

No Preference = Education (8/20); Retail (17/41); Social Sciences (19/33); Construction (19/41); Transportation (14/33)

b) Colour of Resume Paper that is Acceptable

| SECTOR | White | Off-White | White or Off-White | Colour | No Pref |
|---|---|---|---|---|---|
| Oil | 13 | 0 | 0 | 0 | 29 |
| Construction | 11 | 1 | 0 | 1 | 28 |
| Retail Trade | 13 | 2 | 1 | 0 | 25 |
| Finance/Insurance | 5 | 1 | 0 | 0 | 6 |
| Government | 5 | 1 | 0 | 0 | 5 |
| Education | 11 | 1 | 0 | 0 | 8 |
| Transportation | 9 | 1 | 0 | 0 | 13 |
| Communication | 7 | 0 | 0 | 0 | 6 |
| Business Services | 39 | 3 | 0 | 0 | 50 |
| Health | 2 | 0 | 0 | 0 | 2 |
| Social Sciences | 7 | 3 | 0 | 0 | 24 |
| Accommodation | 7 | 2 | 0 | 1 | 10 |

c) Feelings on Having Photograph on Resume

Include = 0

Do Not Include = Government (8/11); Health (4/4); Finance/Insurance (10/12); Communication (8/13).

No Preference = Education (10/20); Oil (24/42); Retail (21/41); Social Sciences (23/34); Accommodation (12/20); Construction (32/41); Transportation (19/23); Business Services (62/42).

d) Preferred Production of Resume

| SECTOR | Typed | Hand Written | Word Process | Typed or Written | Typed or Process | No Pref |
|---|---|---|---|---|---|---|
| Oil | 17 | 1 | 7 | 0 | 8 | 9 |
| Construction | 13 | 3 | 3 | 0 | 4 | 18 |
| Retail Trade | 10 | 4 | 2 | 2 | 6 | 17 |
| Finance/Insurance | 3 | 0 | 0 | 1 | 7 | 1 |
| Government | 4 | 0 | 1 | 0 | 4 | 2 |
| Education | 9 | 1 | 1 | 0 | 3 | 6 |
| Transportation | 6 | 4 | 0 | 0 | 3 | 10 |
| Communication | 6 | 0 | 1 | 0 | 3 | 3 |
| Business Svs. | 33 | 5 | 14 | 2 | 17 | 21 |
| Health | 2 | 0 | 0 | 0 | 1 | 1 |
| Social Sciences | 17 | 0 | 1 | 1 | 8 | 7 |
| Accommodation | 12 | 0 | 0 | 0 | 3 | 5 |

9. Feelings on Indicating Only Name, Address and Telephone number on the resume.

Yes = Health (3/4); Finance/Insurance (8/12).

No = Government (9/11); Education (15/20); Oil (25/42); Retail (24/41); Social Sciences (27/34); Accommodation (19/20); Construction (37/40); Communication (8/13); Transportation (21/23); Business Service (68/92).

For those sectors that indicated NO, the additional information they wanted will be noted:

GOVERNMENT
Birthdate, Social Insurance Number, Marital Status, Citizenship.

EDUCATION
Birthdate, Health.

OIL
Birthdate.

RETAIL
Birthdate, Bondability, Marital Status, Health.

SOCIAL SCIENCES
Birthdate, Marital Status, Health.

ACCOMMODATION
Birthdate, Social Insurance Number, Bondability, Marital Status, Health.

CONSTRUCTION
Birthdate, Social Insurance Number, Marital Status, Health.

COMMUNICATION
Birthdate.

TRANSPORTATION
Birthdate, Social Insurance Number, Number of Dependents, Driver License Number, Bondability, Marital Status, Health.

BUSINESS SERVICE
Birthdate, Marital Status.

10.a) Necessity of Career Objective Statement on Resume.

Necessary = 0

Necessary or Desirable = Finance/Insurance (N = 5; D = 5).

Desirable = Education (14/20); Oil (27/42); Retail (29/41); Social Sciences (23/34); Accommodation (8/19); Construction (26/40); Communication (10/13); Business Service (64/92).

Desirable or Unnecessary = Government (D = 4; U = 5); Transportation (D = 11; U = 11); Health (D = 2; U = 2).

b) Type of Career Objective Statement to be Presented.

General = Government (2/3); Oil (4/6); Social Sciences (9/14); Accommodation (4/6); Construction (4/6); Finance/Insurance (9/11).

Specific = Education (2/3); Retail (3/4); Communication (3/3); Transportation (1/1); Business Service (7/11).

No response = Health.

11. Type of educational information to be included on the resume.

a) High School

All twelve sectors indicated YES.

b) University/College

All twelve sectors indicated YES.

c) Continuing Education

All sectors said yes except for Transportation which was fairly evenly distributed with Yes = 11 and No = 12.

d) Workshops/Seminars

Yes = Government (9/11); Education (13/20); Oil (26/42); Retail (25/41); Health (4/4); Social Sciences (28/34); Finance/Insurance (8/12); Communication (9/13); Business Service (44/92).

No = Accommodation (12/20); Transportation (14/23).

No Clear Pattern = Construction (Y = 21; N = 20).

e) Apprenticeship

Yes = Government (10/11); Oil (25/42); Retail (26/41); Health (4/4); Accommodation (13/20); Construction (36/41); Communication (10/13).

No = Education (13/20); Social Sciences (24/34); Finance/Insurance (12/12); Business Service (55/91).

No Clear Pattern = Transportation (Y = 12; N = 11)

f) Other Educational Information

All 12 sectors indicated NO to other educational information.

12. Courses to be listed on the Resume.

The majority response for all twelve sectors was to list only relevant courses.

13. Type of Employment/Work Experience to be outlined on the resume.

All twelve sectors want skills, job duties, name of organization, and dates of employment to be outlined on the resume. For the other items their response was:

Name of Supervisor

Yes = Education (12/20); Retail (26/41); Social Sciences (21/34); Accommodation (15/20); Construction (26/41); Transportation (15/23).

No = Oil (29/42); Finance/Insurance (8/12); Communication (8/13); Business Service (59/92).

No Clear Pattern = Government (Y = 6; N = 5); Health (Y = 2; N = 2).

Address of Organization

Yes = Government (7/11); Education (13/20); Health (3/4); Social Sciences (23/34); Accommodation (15/20); Construction (22/41); Communication (8/13); Transportation (13/23).

No = Oil (28/42); Finance/Insurance (7/12); Business Service (61/92).

Achievements

Yes = Education (15/20); Oil (27/42); Retail (29/41); Health (3/3); Social Sciences (20/34); Finance/Insurance (9/12); Communication (11/13); Business Service (52/92).

No = 0

No Clear Pattern = Government (Y = 6; N = 5); Accommodation (Y = 10; N = 10); Construction (Y = 20; N = 21); Transportation (Y = 12; N = 11).

14. Desirability to Identifying Employment Gaps on the Resume.

Yes = Education (13/20); Oil (32/42); Retail (25/40); Social Sciences (21/34); Accommodation (15/20); Construction (22/41); Finance/Insurance (8/12); Communication (8/13); Transportation (18/23); Business Service (62/92).

No = Government (8/11); Health (3/4).

15. Volunteer Experience to be Included on the Resume.

All = Government (7/11); Retail (22/41); Finance/Insurance (11/12); Transportation (10/22).

All or Only Relevant = Health (A = 2; R = 2); Accommodation (A = 8; R = 9).

Some = 0

Only Relevant = Education (14/20); Oil (13/42); Social Sciences (16/34); Construction (15/40); Communication (8/13); Business Service (31/92).

Do Not = 0.

16. Consideration of volunteer experience in selecting an applicant for an interview.

Yes = Education (9/20); Social Sciences ( 22/34); Communication (7/13).

No = Transportation (14/23).

Possibly = Government (7/11); Oil (21/41); Retail (21/41); Health (3/4); Accommodation (9/20); Construction (20/41); Finance/Insurance (9/12); Business Service (51/92).

17. Like Hobbies or Interests on the Resume.

Yes = Education (15/20); Oil (21/42); Retail (23/41); Health (2/4); Social Sciences (23/34); Accommodation (9/20); Communication (7/12); Business Service (42/92).

Yes or No Preference = Government (Y = 6; N.P. = 5); Transportation (Y = 8; N.P. = 9).

No = 0

No Preference = Construction (20/41)

No Clear Pattern = Finance/Insurance (Y = 5; N = 4).

D. <u>REFERENCES</u>

18.a) Include References on Resume?

Yes = Education (13/20); Retail (29/40); Social Sciences (22/33); Accommodation (16/20; Construction (32/41); Communication (9/13); Transportation (19/23); Business Service (52/92).

No = Oil (21/40); Finance/INsurance (8/12).

No Clear Pattern = Government (Y = 6; N = 5); Health (Y = 2; N = 2).

b) Submit Letters from References with Resume.

Yes = Social Sciences (20/34); Accommodation (16/20); Construction (23/40); Communication (9/13); Transportation (13/23).

No = Education (11/20); Oil (25/40); Retail (22/38); Health (3/4); Finance/Insurance (8/11); Business Service (61/92).

No Clear Pattern = Government (Y = 5; N = 6).

c) Reference Source(s) to be Submitted.

Personal

All twelve sectors overwhelmingly indicated NO to submitting personal references.

Education

Yes = Education (13/20); Health (3/4); Social Sciences (20/33); Finance/Insurance (8/12).

No = Oil (29/42); Retail (27/41); Accommodation (18/20); Construction (32/41); Communication (13/13); Transportation (19/23); Business Service (62/90).

No Clear Pattern = Government (Y = 5; N = 6).

Work Related

All twelve sectors overwhelmingly indicated YES to submitting work related references.

Other

All twelve sectors indicated NO to using other references.

d) Frequency of Reference Checks

Always = Government (11/11); Education (12/20); Oil (35/42); Health (4/4); Social Sciences (24/34); Finance/Insurance (12/12); Communication (8/13); Transportation (14/23).

Always or Sometime = Retail (A = 19; S = 20); Business Service (A = 45/92; S = 44/92).

Sometime = Construction (29/41); Accommodation (9/11).

Never = 0.

e) When Reference Checks Done

| SECTOR | Before Interv. | After Interv. | Before & After Interv. | Not Before/ After | Missing Observ. |
|---|---|---|---|---|---|
| Oil | 3 | 38 | 1 | 0 | 0 |
| Construction | 6 | 33 | 2 | 0 | 0 |
| Retail Trade | 6 | 32 | 2 | 0 | 1 |
| Finance/Insurance | 0 | 12 | 0 | 0 | 0 |
| Government | 2 | 9 | 0 | 0 | 0 |
| Education | 4 | 14 | 2 | 0 | 0 |
| Transportation | 7 | 14 | 1 | 1 | 0 |
| Communication | 1 | 12 | 0 | 0 | 0 |
| Business Services | 13 | 74 | 4 | 0 | 1 |
| Health | 0 | 3 | 1 | 0 | 0 |
| Social Sciences | 4 | 30 | 0 | 0 | 0 |
| Accommodation | 3 | 17 | 0 | 0 | 0 |

f) Importance of Reference Check

Little or None = 0

Somewhat Important = Retail (23/40); Construction (26/41); Business Service (48/90).

Very Important = Government (10/11); Education (14/19); Oil (30/42); Health (3/4); Social Sciences (18/34); Accommodation (10/20); Finance/Insurance (7/11); Communication (8/13); Transportation (12/23).

E. INTERVIEW

19. Appearance Looked For in an Interview.

GOVERNMENT
- neat - 8
- clean - 4
- appropriate office attire - 4
- appearance does not play role - 2
- appropriate grooming - 1

EDUCATION
- attire suitable for work place - 20
- neat - 19
- well groomed - 18

OIL
- appropriate business-like dress - 26
- neat - 23
- clean - 23
- well groomed - 5
- tidy - 5
- professional - 3

RETAIL TRADE
- neat - 25
- dressed in business-like manner - 17
- clean - 15
- tidy - 8
- well groomed - 6
- personal appearance - 5
- correct posture - 2

HEALTH
- appropriate dress - 4
- good grooming - 3

SOCIAL SCIENCES
- appropriate dress - 20
- neat - 18
- clean - 17
- well groomed - 9
- tidy - 7
- professional - 4

ACCOMMODATION
- business attire - 11
- neat - 10
- clean - 7
- neat hair - 4
- well groomed - 3
- smile - 2

CONSTRUCTION
- neat - 29
- clean - 21
- well groomed - 9
- well dressed - 8

FINANCE/INSURANCE
- business attire - 11
- neat - 7
- clean - 2
- well groomed - 1

COMMUNICATION
- neat - 10
- clean - 9
- well groomed - 8
- appropriately dressed - 2

TRANSPORTATION
- clean - 17
- neat - 12
- well groomed - 6
- well dressed - 6
- professional - 2
- tidy - 2

BUSINESS SERVICES
- neat - 64
- well groomed - 34
- clean - 33
- well dressed - 28
- tidy - 12
- professional - 12

20. Specific Format used for Interviews.

Yes = Government (8/11); Health (3/4); Finance/Insurance (9/12); Communication (8/13).

No = Education (15/20); Oil (34/42); Retail (33/41); Social Sciences (18/33); Accommodation (16/20); Construction (33/41); Transportation (21/23); Business Service (75/92).

For those sectors that indicated YES, the format(s) that they use will be noted:

GOVERNMENT
- selection board (3 people on it) - 4
- focus on past behavior to help predict future behavior - targeted selection - 2
- possible written exam to screen - 1
- rating guide - specific questions - 1
- what if questions and role playing - 1
- a question for each statement of qualifications - 1
- good understanding of experience - 7 point plan - 1

HEALTH
- panel interviews, job based system, structured behavior description pattern interview - 3

FINANCE/INSURANCE
- one-on-one interview - concentrate on work experience and education - 2
- probe work experience, job goals, attitude - 1
- behavior interviewing - specific examples about experience - selection interview - 1
- want to know why you want to work there, explain job benefits, ask questions - 1

COMMUNICATION
- overview of organization and clarification of operation of organization - 1
- questions on intent and motivation to join organization - 1
- review resume - 1
- selection board - 1

21. Preference for Handling the Topic of Salary in Interview.

The majority response for all twelve sectors was that they wanted to initiate discussion about salary.

22. Other Factors Used Besides Education and Work Experience in Selecting a Successful Applicant Among Those Interviewed.

GOVERNMENT
- reference checks - 6
- interview results - 4
- results of tests - 2
- confidence - 2
- personality - 2
- how will fit into organization - 1
- abilities and knowledge - 1
- interest in company - 1

EDUCATION
- personality - 6
- interpersonal skills - 6
- reference checks - 4
- appearance - 4
- attitude - 3
- how applicant handled interview - 2
- commitment - 2
- enthusiasm - 2

OIL
- compatibility - 17
- personality - 15
- communication abilities - 9
- presentation - 8
- attitude - 8
- dedication - 8
- reference checks - 6
- appearance - 4
- career objective - 4
- interest in organization - 3

RETAIL TRADE
- dressed neatly - 10
- communication skills - 10
- personality - 7
- other hobbies/interests - 4
- first impression/feeling - 4
- eagerness - 4
- punctual - 3
- confidence - 3
- attitude - 3

HEALTH
- how they fit in with philosophy of organization, will they be happy with organization - 1
- motivation - 1
- communication skills - 1
- attitude - 1
- personality - 1
- compatibility - 1

SOCIAL SCIENCES
- personality - 16
- presentation during interview - 8
- ability to work with others - 7
- commitment to children - 7
- appearance - 6
- ability to answer questions which are related to job description - 4
- attitude - 3
- hobbies/interests - 2
- reference checks - 2

ACCOMMODATION
- positive attitude - 8
- personality - 6
- appearance - 6
- know how to deal with public - 4
- desire/eager - 2

CONSTRUCTION
- willingness to work hard - 10
- attitude - 8
- appearance - 7
- personality - 6
- honesty - 5
- how conduct self in interview - 4
- first impression - 4
- ability to get along with others - 4
- goals - 3
- communication/English skills - 3

FINANCE/INSURANCE
- self-confidence - 5
- presentation - 3
- initiative - 3
- personality - 2
- research done on company - 2
- motivation - 2

COMMUNICATION
- ability to get along with others - 8
- outside interests - 3
- attitude - 2
- personality - 2
- willing to work hard - 2

TRANSPORTATION
- personality - 10
- appearance - 5
- communication skills - 4
- presentation during interview - 2
- desire to learn - 2
- confidence - 1

BUSINESS SERVICES
- personality - 27
- able to work with those in company - 21
- communicate well in English - 20
- attitude - 17
- appearance - 15
- outside interests - 9
- willingness/potential - 8
- reference checks - 7
- general reaction or feel - 5
- confidence - 4
- initiative - 3

23. Feelings About Receiving Thank You Notes.

Like = 0

Not Necessary = Education (12/20); Oil (18/42); Retail (26/41); Health (3/4); Social Sciences (15/34); Accommodation (12/20); Construction (19/41); Business Service (54/92).

Not Necessary or No Preference = Government (NN = 4/11; NP = 4/11).

Do Not Want = Communication (5/13); Transportation (9/23).

Do Not Want or No Preference = Finance/Insurance (DNW = 4/12; NP = 4/12).

No Preference = 0

24. Feelings About Being Contacted After Interview by Applicant Who was Not Chosen.

All twelve sectors overwhelmingly said Yes that it is acceptable for an applicant to contact them for information as to why he/she was not chosen.

## E. OTHER EMPLOYER SUGGESTIONS

25. Other Suggestions/Advice/Information that would Assist Individuals in their Job Search?

GOVERNMENT
- prepare for an interview and follow up - 2
- be persistent - 2
- research company prior to interview - 2
- be willing to sell self at lower level to get foot in the door - 1
- check bulletin boards constantly - 1
- attach references to resume - 1
- find out system for hiring - 1

- always tell the truth - 1
- ask good questions about the job - 1
- never say negative things about past or present employer - 1
- write on covering letter that it is okay to give resume to another organization
- sell yourself - 1

EDUCATION
- telephone back to find results of the interview - 2
- research company before interview - 2
- only apply for jobs that interest you and explain why it does - 2
- do mock interviews - 1
- be sincere, honest - 1
- don't leave gaps on resume - 1
- do not ask about salary at beginning of interview - 1

OIL
- apply for specific jobs - not general - 3
- practice interviews with friends, colleagues ahead of time - 2
- don't phone all the time - 2
- research company ahead of time - 2
- be honest - 2
- be yourself - 2
- project interest in job - 2
- follow-up with change of phone number, address - 1
- don't give up - 1
- be proud of your past work - talk about accomplishments - 1

RETAIL TRADE
- be punctual - 5
- dress neatly - 3
- fill application form out fully
- don't give up - 3
- keep in touch - 2
- come by yourself - 2
- be yourself - 2
- be willing to start at the bottom - 3

HEALTH
- learn something about organization - 1
- anticipate questions and organize thoughts - 1
- conservative but friendly and sincere manner - 1
- keep in touch with employers if resume is on file - 1

SOCIAL SCIENCES
- do some prior research on the organization - 3
- ask appropriate questions - 2
- be open/honest about job expectations - 2
- mail in resume then call to confirm received and ask for opening or ask to keep on file for opening - 1
- phone company without an ad placed - take initiative - 1
- answer questions in full - 1

ACCOMMODATION
- have neat appearance; hair - 3
- know something about the company in advance - 1
- be confident - 1
- be accurate in describing education and experience - 1
- be polite - 1
- phone first - 1
- clearly understand your motivation for wanting to be hired - 1

CONSTRUCTION
- be on time - 5
- be honest - 2
- have a positive attitude - 3
- be concise with answers - 3
- research company - 2
- know your strengths and weaknesses - 2
- let the employer know why you would be an asset to the organization - 2

FINANCE/INSURANCE
- research company - 5
- know what you are looking for - 3
- indicate what want in resume - not standard resumes - 3
- be pleasant - 2

COMMUNICATION
- research company - 8
- follow-up with phone call - 7
- be honest - 3
- have a neat, short, simple resume - 3
- direct covering letter and resume to specific person - 2

TRANSPORTATION
- be honest - 2
- don't criticize former employers - 1
- never be too pushy - 1
- never be too anxious or dependent on job - 1
- don't come across like you think you can run the place - 1
- show a willingness to work and grow with organization - 1

BUSINESS SERVICES

- be honest - 7
- have a cheerful, business-like attitude - 3
- do not call regularly - recruiting takes time - 3
- research company prior to interview - 3
- do not give up - 3
- feel good about self and being hired - 3
- keep in touch by phone on say a monthly basis, timing is a factor in getting a job that is often underrated - 3
- ask questions it show interest - 2
- do not apply for positions not qualified for - 2
- dress professionally - 2
- be on time - 2
- emphasize relevant work experience - 2
- make employer interested in you, sell yourself, offer opinions in the interview - 1

## VI CONCLUSION

The study provided a wealth of information about employer preferences with respect to Methods of Recruitment, Covering Letters, Resumes, References and Interviews. Although this information should be invaluable to the job seeker, a word of caution needs to be given. These results do not represent the responses of 100% of employers nor all of the employers in a particular sector. Thus, the job seeker must not see this information as being absolute. He/she should use this information as a guide and beyond that do their own reality testing in the market place by contacting the particular employer(s) they are considering. Other than this caution, it is hoped that the results will be used by the job seeker to increase their level of preparedness for their job search and thereby increase their chances of securing employment.

## APPENDIX I SURVEY OF CALGARY EMPLOYERS EXPECTATIONS OF JOB APPLICANTS

### CONTACT PERSON

Name: _____ Job Title: _____
Telephone Number: _____

### ORGANIZATION INFORMATION

A. How many people in total, does your organization currently employ (include full-time, part-time, temporary, etc.).

_____

B. What occupations does your organization employ? (Please be specific, i.e. accountants, computer operators).

_____

### INSTRUCTIONS FOR ANSWERING SURVEY QUESTIONNAIRE

Please put an "X" in the box(es) corresponding to your answer or write your answer in the space provided.

1. How often does your organization use the following methods to make people aware of job openings?

| METHOD | FREQUENCY OF USE | | | | |
|---|---|---|---|---|---|
| | ALWAYS | OFTEN | SOMETIMES | SELDOM | NEVER |
| a) Newspaper Advertisements<br>b) Canada Manpower<br>c) Employment Agency<br>d) Job Board Posting<br>e) Word of Mouth<br>f) Inform People Who Walk In<br>g) Other (please specify) | | | | | |

2. How does your organization like to be approached by a job applicant? (Check all that apply).

_____ Walk In _____ Telephone _____ Covering Letter/Resume

_____ Personal Referral _____ Other (Please specify) _____

3. Would you be willing to provide a personal interview with an individual who wants to find out about "careers" within your organization?

_____ YES _____ NO

4. a) Do you read covering letters that are submitted with Resumes? (Check one).

_____ YES _____ NO _____ SOMETIMES

b) How important is the covering letter in selecting an applicant for a job interview? (Check one).

_____ Little or No importance _____ Somewhat Important

_____ Very Important

c) What do you look for in a covering letter? (Please be specific).

_____

_____

_____

RESUMES

5. Which of the following does your organization prefer? (Check one).

____ Resumes that provide a general description of an applicant's background. This would include work experience/educational history both related and non-related to the job applied for.

____ Resumes that provide a specific description of an applicant's background. This would include only work experience/educational history related to the job applied for.

____ No preference.

6. a) Which type of resume (see A, B, C on following pages) does your organization prefer to receive from job applicants. (Circle one).

TYPE A *

SARAH THOMPSON

101 Canterbury Drive S.W.
Calgary, Alberta
T6Z 4N4

263-4597

EMPLOYMENT

1982-1984 Solicitor General Department, Calgary, Alberta. Senior Secretary. Promoted from secretary to this position. Responsible for supervising four clerical staff in a district office of community correction. Also, administered the workload for probation officers, compiled the district office reports and assisted in budget management.

1978-1982 Solicitor General Department, Calgary, Alberta. Secretary. My duties included typing of letters and memos, recording minutes of meetings, filing and composing routine correspondence.

1976 WOODWARD'S, Calgary. Sales Clerk. Did sales work in the ladies Fashion Department.

EDUCATION

1977 Secretarial Program, Henderson's Business College, Calgary.

REFERENCES

To be supplied upon request.

* Chronological

TYPE B *

DAVID OLSEN

2500 Westmount Rd. N.W.
Calgary, Alberta
S3M 2X5

292-1842

PROFESSIONAL EXPERIENCE

Consulting

. Designed and presented seminars on conflict resolution for business and government agencies.

Instructing

. Developed and implemented courses and workshops in the following areas: Effective Communication, Problem Solving and Team Building.

. Instructed these workshops to over 500 individuals.

Counselling

. Counselled and motivated individuals to understand and deal with personal problems that affected their work performance.

EDUCATION

M.A. Counselling Psychology, University of Calgary, Calgary.

REFERENCES

To be supplied upon request.

* Functional

TYPE C *

JANE POOLE
2120 Southland Dr. S.W.
Calgary, Alberta

238-9762

WORK EXPERIENCE

Office Skills

- Typed forms, letters, reports in a wide variety of office settings.
- Created and maintained filing system for corporate office and court system.
- Developed systematic method for accurately keeping track of customer records.
- Responded to changing priorities, and followed through on instructions, as research assistant to faculty member.

Client Screening and Client Relations

- Assessed health clients' need for information, offered reassurance where needed, and provided detailed descriptions of services available.
- Matched potential therapy patients (at women's health clinic) with appropriate professionals after careful assessment of their needs and the therapists' qualifications.
- Effectively handled customer complaints in a hectic business office by being sensitive to the clients' immediate needs and efficiently clearing up the problem whenever possible.

JOB HISTORY

1985-1986 Receptionist. Dr. David Jones, Chiropractic office, Calgary.

1982-1984 Office Assistant. Women's Health Unit, Calgary.

1978-1981 Secretary. Calgary Auto Parts, Calgary.

EDUCATION

1976-1978 Secretarial Arts, Mount Royal College, Calgary.

REFERENCES

To be supplied upon request.

* Combination

6. b) Why does your organization prefer the resume type that you circled (A, B, or C)? (Please specify).

_____

_____

_____

c) Of the three types of resume that were shown, were there any that were not acceptable to your organization? (Check all that apply).

_____ All acceptable or _____ A is not acceptable
_____ B is not acceptable
_____ C is not acceptable

d) If you chose resume A or C, how far back would you like the job applicant to outline his/her employment history? (Check one).

_____ 5 years _____ 10 years _____ 15 years _____ All jobs

_____ Other (Please specify) _____

7. Do you allow job applicants to submit a resume instead of completing your organization's application form? (Check one).

____ Yes ____ No ____ Organization does not have an application form.

8. What is your preference with respect to the following aspects of resume design?

a) Maximum Length (Check one):

____One page ____Two pages ____ Three pages ____ No Preference

b) Colour of Paper (Check one):

____ White ____ Off White ____Other Colours ____ No Preference

c) Photograph (Check one):

_____ Include _____ Do not include ____ No Preference

d) Production (Check one):

____Typed ____Handwritten ____Word Processing ____No Preference

9. Besides Name, Address and Telephone number, what other personal data does your organization like to see on the resume? (Check all that apply).

_____ Birth date
_____ Social Insurance Number
_____ Number of Dependents
_____ Driver's License Number
_____ Bondability
_____ Marital Status
_____ Place of Birth
_____ Health
_____ Citizen ship
_____ Other (Please specify) _____

OR _____ Name, Address and Telephone number only

10. How do you feel about a "career objective" statement on the resume? (Check one).

_____ Necessary _____ Desirable, but not necessary _____ Unnecessary

If necessary, what do you prefer? (Check one).

_____ General career objective statement.

_____ Specific career objective statement that relates to the job.

11. What type of educational information does your organization want outlined on the resume? (Check all that apply).

_____ High School
_____ University/College
_____ Continuing Education Course
_____ Workshops/Seminars
_____ Apprenticeship (Trades)
_____ Other (Please specify)
_____
_____

12. Should courses that an applicant has taken be listed on the Resume? (Check one).

_____ List all courses
_____ List some courses
_____ List only courses relevant to the job
_____ Do not list courses

13. What type of Employment/Work Experience information does your organization want outlined in the resume? (Check all that apply).

_____ Skills
_____ Job Duties
_____ Supervisor's name
_____ Other (Please specify)
_____
_____ Achievements
_____ Name of organization
_____ Address of organization
_____ Dates of employment

14. Is it desirable to identify on the Resume what was done during gaps in an applicant's employment history?

_____ Yes _____ No

15. If an applicant has volunteer experience should it be included in the resume? (Check one).

_____ Include all volunteer experience
_____ Include some volunteer experience
_____ Include only volunteer experience relevant to the job
_____ Do not include volunteer experience

16. Is volunteer experience given consideration when selecting an applicant for an interview? (Check one).

_____ Yes _____ No _____ Possibly

17. Do you like to see information on hobbies/interests on the resume? (Check one).

____ Yes _____ No _____ No Preference

18. <u>REFERENCES</u>

a) Should references be included on a resume?

_____ Yes _____ No

b) Should letters from references be submitted with a resume? (Check one).

_____ Yes _____ No

c) Which reference source(s) should applicants submit to your organization? (Check all that apply).

_____ Personal eg. friends _____ Work related eg. Supervisor

_____ Education eg. teachers _____ Other (Please specify)

_____

_____

d) How often do you check references?

_____ Always _____ Sometimes _____ Never

e) When do you check references?

_____ Before interview _____ After interview

f) When deciding whether or not to hire an individual, how important is the information you receive in a reference check? (Check one).

_____ Little or no importance _____ Somewhat important

_____ Very important

INTERVIEWS

19. What do you look for in appearance when an applicant comes for a job interview? (Please be specific).

_____

_____

20. Do you have a specific format you use for doing job interviews?

_____ Yes _____ No If yes, please elaborate.

_____

_____

21. How would your organization prefer to handle the topic of salary in a job interview? (Check one).

_____ You initiate discussion about salary

_____ Applicant initiates discussion about salary

_____ No discussion until after interview

_____ Other (Please specify) _____

_____

22. Besides education and work experience, what other factor(s) do you use in selecting a successful applicant from among those you have interviewed? (Please specify).

_____

_____

23. How do you feel about receiving thank you notes from applicants after a job interview? (Check one).

_____ Definitely like to receive

_____ Nice, but not necessary

_____ Do not wish to receive

_____ No preference

24. Is it acceptable for an applicant who was interviewed, but was not hired to contact you for information as to why he/she was not chosen?

_____ Yes _____ No

25. Do you have any other suggestions/advice/information that would assist individuals in their job search?

_____

_____